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ABSTRACT

Information on demographic, economic, and educational trends in the United States, in general, and Maryland, in particular, is presented in this report, with special reference to the implications of these trends for Catonsville Community College (CCC). After highlighting major national trends, such as increasing ethnic diversity and growing problems of a "have and have not society," an environmental scan identifies national planning assumptions based on social, economic, regional, and political conditions; technological changes; and patterns in charitable giving among individuals and corporations. The next sections offer: (1) forecasts of population changes, including projected enrollment increases in higher education, especially among minority students; further expansion of industry-based postsecondary education; rapid growth rates in occupations requiring advanced degrees; and population increases in Maryland, especially among older residents; (2) projections of economic and occupational growth, and labor force shortages and needs; (3) expectations of a continuation of the conservative, pro-growth political climate predominant in the U.S., and changes in national values and lifestyles; (4) an assessment of the current status of public schools and the skill levels of their students; (5) an examination of the current status of higher education; and (6) projections about the future of higher education in Maryland and the nation. Following each of these sections, strategies for CCC to follow in response to anticipated changes are recommended. (JMC)

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EXTERNAL ENVIRONMENTAL SCAN and FORECAST 1989

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MAJOR NATIONAL TRENDS*

- o Maturation of America - in demographic composition and value system changes.
- o America as a Mosaic Society - extensive diversity of ethnic, racial, and national origin groups and lifestyles; segmentation of society.
- o Redefinition of Responsibilities - redefinition occurring in at least two spheres; (1) public vs private sector - deregulation to regulation associated with who will do what and with whom?; (2) self vs institutions - evidenced in debate over security/risk and who is accountable in areas of health care, wellness, etc.
- o Globalization - growing inter-relationships and interdependence in finance, trade, language, etc.
- o Information Society - new and emerging technologies and their effects on economic and social institutions.
- o Growing Concern for Issues of Health and Environment - concern about the air, water, rain, global warming, deforestation, and internal wellness.
- o Changing Role of the Family and Home - the home is increasingly affected by the information society - "work at home" movement to the "dual-worker family" confronting dependent care.
- o Restructuring of Economics and Industries - the rise of Asian economic powers and the decline of American manufacturing.
- o Issues of Race and Class - the inequities of color, ethnicity, and economic standing.
- o The Growing Problems of a "Have and Have Not Society" - reduced life chances for more and more people and a visible improvement of life chances for those people doing well in America and the world.
- o Rising Concern about Social Problems - the seemingly intractable problems of persistent poverty, substance abuse, AIDS, crime, etc.
- o Redefinition of Security - growing concern about insuring personal security and civilization and reducing risk in a world of terrorism, AIDS, violence, toxic waste, etc.
- o Re-birth of Regulation - a growing movement for governmental intervention and rule-making after a long period of private sector rule making.

* From What Lies Ahead: Countdown to the 21st Century, United Way of America, 1989.

MAJOR NATIONAL PLANNING ASSUMPTIONS*

Social

- o Rising importance about children
- o More children reared in poverty
- o Rising concern about teen pregnancy

- o Rising concern about developmentally disabled adults
- o Greater emphasis on dependent care - both child care and older adults.
- o Rising concern about life-style abuse - alcohol and other drugs.
- o Emergence of two-tier drug culture - decline of illegal drug use among middle-class but increase in use by urban poor.
- o Continued slowing growth of U.S. population
- o Growth of U.S. population to be increasingly dependent upon immigration. Bilingual cultures growing as well.
- o Continued increase in number of legal and illegal immigrants entering the U.S. - number of family members of immigrants granted amnesty will mean immigration of more family members.
- o U.S. native born population to continue to grow older, as the median age of the population continues to rise.
- o Continued decline in proportion of children in U.S. population.
- o Decline in proportion of young adults in U.S. population.
- o Sharp increase in proportion of adults (aged 35 to 54) in the 1990's.
- o Proportion of elderly persons ages 65-74 in U.S. population to remain stable through 2000.
- o Sharp increase in adults over age 75 through the year 2000
- o More male young adults than female young adults.
- o Continued greater proportional growth of minorities.
- o Asians expected to remain fastest-growing minority in the U.S.
- o Increasing tensions between minority populations.
- o Slowing household growth and continued decline in size of household.
- o Slowing growth of single-person households.
- o Slowing increase in number of single parent families.
- o Decline in number of childless married-couple households.
- o Number of family households to continue to grow faster that non-family households (reversing a trend from the 1970's and early 1980's).
- o Slowing growth of non-family households.
- o Divorce rate projected to decline.
- o Shift of socio-economic problems to suburbs, ex. traffic, homelessness.
- o Marriage rate projected to rise.
- o Materialism waning as the major measure of "success."
- o Return to community and family-based values.
- o Baby boomlet to slow in the mid-1990's.
- o Continued membership decline in mainline churches.
- o Decline in beliefs of mysticism.
- o Family abuse to remain a critical problem.
- o Violence by youth on the rise.
- o Increasing concern about community safety and home security issues.
- o Slowing increase in U.S. prison population.
- o Continued higher levels of educational attainment in U.S. population.
- o Immigrant populations to increasingly affect the American classroom.

- o Increasing stress on Catholic Schools and demise of inner city Catholic schools; increase in enrollment in Protestant schools
- o Growth of home schooling, growth of alternatives in public education.
- o Breakdown of health infrastructure in inner cities - (AIDS, TB, epidemic of breast cancer, VD) closing hospitals, out-patient care by other providers, etc.
- o Literacy efforts to gain greater priority in 1990's.
- o Use of alternative education options, such as year-round schools and magnet schools, to continue to rise.
- o Continued questioning regarding quality of public education in United States.
- o School systems to increasingly utilize alternate methods of teacher certification to alleviate teacher shortages.
- o Teacher shortage to continue in primary and secondary schools.
- o College professors projected to be in short supply.
- o Colleges and universities to increasingly recruit older Americans (age 65 and older) as students.
- o College student populations will continue to age.
- o Continued corporate support to U.S. schools and colleges.
- o Continued growth of the "corporate classroom" (education programs run by corporations for employees).
- o Increased use of technology as a teaching and learning aid
- o Continued questioning regarding the quality and access of the nation's health care system.
- o AIDS epidemic to become increasingly critical.
- o Continued high concern regarding substance abuse in America.
- o Continued increased interest in resolving the issue of provision of long-term care services.
- o Nursing shortage to remain a critical problem.
- o Increased health care expenditures to continue.
- o Use of outpatient procedures by hospitals to continue to rise.
- o Advances in medical technology to continue to have dramatic effects on the health of Americans.
- o Potential of abuse of medical technology, such as genetic testing, to become of increasing concern.
- o Issues surrounding medical ethics to become increasingly important.
- o Issue of access to health care to gain increasing attention.
- o Hospital closings to continue.
- o Wellness activities to become increasingly important in the lifestyles of Americans.
- o Rise in the practice of holistic approach to medicine.
- o Increased growth in self-help movement.
- o Substantial reduction in health care benefits for retirees.
- o Community colleges established as major providers of occupational training, re-retraining and local economic development efforts.

ECONOMIC

- o Infrastructure of the country declines or collapses requiring

large amount of money for repair and replacement.

- o Polarization of classes into those doing well and those doing poorly continues as part of the two tiered economy.
- o Worsening work-force shortages will spur corporations to get involved in social issues - e.g. dependent care, teen pregnancy, drug abuse, etc.
- o The world's economies will further integrate, making U.S. prosperity increasingly dependent on the economic well-being of other nations.
- o Foreign investment and foreign trade will account for an increasing share of U.S. economic growth.
- o Easing the imbalance in global debt by resolving the third world debt crisis will become increasingly important to sustaining world economic growth.
- o Economic rather than military strength will increasingly determine which nations are considered "superpowers."
- o U.S. jobs and industries will face growing competition from nations with cheaper labor costs and increasingly skilled labor forces.
- o Efficiencies gained from using microelectronic technologies will be necessary to increase service sector productivity.
- o The U.S. economy will face increasing international economic competition.
- o The limit of the ability of the environment to absorb waste and the rising price and lessened availability of oil are increasingly important long-term limiting factors for the U.S. and global economy.
- o The consumer economy will be modified to meet the values and tastes of an aging society.
- o The extent to which regulation is eased and entrepreneurial activity permitted to flourish will influence future economic growth.
- o Less de-regulation-more regulation.
- o Moderate growth in U.S. Gross National Product (GNP) will continue.
- o A better educated labor force is necessary to increase U.S. economic productivity.
- o Twin problems of skills shortages and worker shortages will constrain growth unless solved.
- o The ozone depletion problem will persist for decades, and may not be solvable.
- o Climactic changes from the greenhouse effect are likely to be in motion within 10-20 years (without substantial reduction in CO_2 emissions) which are likely to cause significant disruption to regional economies.
- o Increasing recognition of the environmental damage done by CO_2 emissions from coal and oil-burning power plants
- o Solving key environmental problems will call for international action.
- o The price of oil will rise in the 1990's.
- o Loss of productivity as a result of infrastructure decay to be increasingly recognized as a constraint on economic growth.

- o Most manufacturing growth to come from small firms.
- o Financial transactions to shift away from speculation.
- o The mass market has fragmented into market niches which reflect the increasing diversity of the U.S. population.
- o Business increasingly operates through networks -- rather than consolidated under one roof -- to produce a growing range of products and services.
- o Small firms will create about two-thirds of new jobs in the early 1990's.
- o Business conditions in the early 1990's will favor both the very large and the very small firm (reflection of dual -- two-tiered economy, polarization trend)
- o Waste management and hazardous waste problems increase.
- o Large firms will have reduced their management staffs by two thirds and their management layers by over one half by the early 2000's.
- o Employees in large firms will have increased autonomy and discretion, and will be in closer contact with customers.
- o A new corporate "elite," and the highly educated "gold collar" knowledge worker, will emerge.
- o The health industry will restructure into more large for-profit health corporations, more smaller satellite facilities, and more nursing homes, and experience its greatest employment growth in lower-level occupations.
- o The housing industry may restructure in order to offer more manufactured housing, which would change the mix and location of jobs.
- o The apparel industry will continue to automate and reduce its total employment.
- o The education industry will increasingly emphasize specialization and automation, which will change employment roles.
- o In the communications industries, telecommunications, cable television and direct mail will expand, and employment will grow in higher-level jobs.
- o The leisure industry will remain strong, with the bulk of employment growth coming in low-paid occupations.
- o Manufacturing output to continue growing, but employment to fall.
- o Energy sector to remain depressed, particularly electric utilities.
- o It will continue to be difficult to be definitive about whether most Americans are better off financially than they have been in the recent past.
- o The median income of families will continue to grow.
- o Income inequality will increase among families, with two-income households gaining and single-parent households falling behind.
- o Overall income growth rates in the 1990's will be less than in the 1980's.
- o Less-educated Americans will be increasingly unable to move into the middle income group.
- o Consumer spending will increase only modestly in the 1990's, except among upper-income consumers over age 35, where it will increase substantially.

- o The savings rate will increase.
- o Long-term economic forces, including the development of a bicoastal economy and the growth of the service sector, will continue to be factors which determine who is poor.
- o The national poverty rate is likely to increase.
- o The growth of an urban, minority underclass, whose situation is not improved by general economic growth, will continue.
- o The number of single-parent households who are poor is likely to increase.
- o The child poverty rate will continue to increase
- o The elderly poverty rate will continue to decline
- o Growing contingency work force - hiring temporary workers in place of full-time workers
- o The number of homeless Americans will increase.
- o Real estate prices will soften nationwide, but housing affordability will continue to be a problem.
- o The housing industry will be increasingly interested in addressing the housing affordability problem.
- o The average age of the labor force will continue to increase.
- o The labor force will be increasingly multi-cultural and multi-lingual.
- o Women's labor force participation will increase modestly, but their representation in top positions will increase significantly.
- o Immigrants will comprise an increasing share of the labor force.
- o Shortages of entry-level workers, workers skilled in new technologies and skilled laborers will worsen.
- o The proportion of Americans in the labor force will increase.
- o Outreach efforts will be needed to increase the employability of inner city youth
- o Business leaders will increasingly support efforts to upgrade the skill-level of the U.S. labor force.
- o Business will increasingly offer older workers and retirees flexible schedules in an effort to reverse the trend toward early retirement.
- o Unemployment is unlikely to drop below about 5 percent.
- o Labor shortages in both skilled and unskilled occupations to become more severe.
- o Greater availability of child care and flexible hours expected in the workplace.
- o The number of corporate employee-assistance programs is likely to increase.
- o Business' investment in education and training will expand significantly.
- o The number of temporary employees and home workers will increase.
- o Employment turnover will be a growing problem for companies.
- o Workers will increasingly choose the benefits they receive, but will be responsible for an increasing share of benefit costs.
- o Union membership will continue to decline.
- o More middle-aged workers will start their own firms as they find promotion opportunities limited by the size of their generation.
- o More businesses operated by women.

REGIONAL

- o Greatest U.S. population growth to continue to occur in South and West regions.
- o Economic and population growth will continue to be concentrated along the East and West Coasts.
- o Growth of exurban areas

POLITICAL

- o Natural disasters (earthquakes, floods) will affect political policies and actions.
- o A conservative mood will predominate, tempered by an increase in attention to social issues.
- o National political leadership will face the task of developing a political consensus on the U.S. role in a global economy it no longer dominates.
- o Most voters will continue to identify themselves as Republicans.
- o Democrats will hold most of the nation's governorships, and be the majority party in state legislatures.
- o Reapportionment after the 1990 census will favor the Republicans.
- o State governments will continue to be ahead of Washington in developing innovative programs.
- o Intergovernmental relations will shift toward a model in which the Federal government provides a mandate (without funding) and the states develop and fund specific programs.
- o More referenda will be held on a wider variety of issues.
- o Legislative action is possible in the following areas: unrelated business income tax; issues involving children, including child care and poor children; education; welfare reform; and long-term care.
- o "New Age" - (maturation of 60's activists) politics to reach political maturity in 1990's.
- o Corporate America may be using "New age" approaches and there is a backlash to some of the more authoritarian approaches.
- o Blurring of public and private sector roles as the private sector takes on an increasingly visible role in funding programs to solve social problems.
- o Public services increasingly provided by private firms contracted by governments.
- o Growth of NIMBY (Not In My Back Yard) movement at neighborhood and community level aimed at avoiding the burden of "public services" such as social service facilities and waste disposal facilities.
- o Decentralization continues, but at a slower pace due to lack of funds. More regional solutions attempted.
- o The Federal budget deficit will dominate Federal budget decisions, and deficit reduction will occur.
- o Unbudgeted yet unavoidable costs will further strain the Federal treasury.
- o Some form of tax increase is likely.

- o Federal budget problems will increase the growth of private sector alternatives to some federal programs.
- o Despite growing pressure to reduce the deficit, there will be more government funding of some human services.
- o Large and growing surplus in Social Security trust fund to become a federal spending and investment issue.
- o Selective re-regulation of certain industrial activities is likely.
- o Pressure to further deregulate rapidly growing industries (such as telecommunications) is likely.
- o Liability issues will increasingly limit both businesses and nonprofit activities.
- o State laws aiming to limit monetary settlements of court verdicts to fail to achieve objectives.
- o Growth of self-insurance and other alternative markets spurred by sharp rise in insurance premiums.
- o Increasingly political thrust is "populist" - populist left and populist right.
- o Some evidence of a return of liberalism.
- o Increasing effects of environmental problems in political policies and actions.

TECHNOLOGICAL

- o Growing problems of computer viruses - the fragility of computer systems that are subject to alteration.
- o Increasing attention will be paid to improving the nation's research and development infrastructure.
- o Biology-based products (such as altered genes) will be major growth industries in the 21st century.
- o Superconductivity research will create a new "electronics" industry, with most activity probably in Japan.
- o Magnetic levitation (mag lev) trains will run in the U.S. by the year 2000.
- o Research will discover more ways to ease the effects of aging.
- o U.S. lead in global technology race will be further eroded.
- o The deficiencies in U.S. science and math education will draw increasing attention.
- o The "human factors" such as worker participation and teamwork, involved in getting the most out of new technologies will receive increasing attention.
- o A growing movement to maintain a balance between "high tech" and the human element, including the development of a religious/humanistic emphasis on wholeness.
- o More emphasis on human-scale design and user-friendly applications of computer technology.
- o A rapid "turn-over" rate in new technologies is likely to continue.
- o Video, audio, and data transmission will increasingly be integrated into a single system.
- o Computers will be thousands of times faster by the year 2000 and the cost of computing power will decline by a factor of 1000 by then.

- o Faster personal computers and multi-tasking software will become more important corporate communications technologies.
- o Desktop and electronic publishing will become more important corporate communications technologies.
- o Expert systems and artificial intelligence will become increasingly pervasive.
- o Renewed growth of factory automation as the robotics industry offers more flexible products.
- o The telephone will increasingly become the gateway to sophisticated communications services.
- o Electronic banking services will grow, particularly among small businesses.
- o Cable television will offer more sophisticated features and draw an increasing audience share.
- o Concern about individual privacy will increase as more data is collected electronically.
- o Information overload, and the degradation of the quality of information, will become increasing issues.
- o Electronic gadgetry will quicken the pace of American life.
- o The home will become more central as an institution.
- o Digital sketch pads, optical scanners, and voice recognition systems to gain increasing use as "keyboardless" data entry devices.
- o The pervasiveness of computers in workplaces and homes will approach 100 percent in some areas.
- o "Low-tech" explosion at home as home computers, facsimile machines, VCRs, and similar equipment achieve greater population penetration.
- o Growing waste management and hazardous waste problems.
- o Increasing concern about the effects of technology on reproductive organs of workers.
- o Development and institutionalization of "mobile communications environment" as portable phones, facsimile machines, beepers, and computers make 24-hour accessibility possible.
- o Increasing use of new technologies to test and monitor workers will add to workplace stress.
- o Automation will increase the pressure on executive decision-makers to be more "hands-on" managers.
- o Emergence of technological "haves" and "have-nots" as the affordability and availability of new technologies become issues.
- o Growing concern about the long-term health effects of stress from working at computer terminals for extended periods of time.
- o New operating system to cause incompatibility problems to increase.
- o Growing popularity of "low-tech" automation options such as facsimile machines.
- o Growing popularity of Local Area Networks (LAN's) to link shared computer equipment and incompatible hardware.

PHILANTHROPY

- o Charities increasingly seen as playing an important role in

society.

- o Slowed rate of increase in charitable giving.
- o Slowed rate of corporate charitable giving.
- o Corporate contributions of non-cash gifts projected to continue to increase.
- o Corporate giving to primary and secondary schools rising faster than corporate gifts to higher education.
- o Volunteering for short-term, specific projects to continue to rise.
- o Increased corporate encouragement of voluntarism among employees.
- o Youth volunteer service to increasingly be tied to curriculum requirements.

POPULATION CHANGES

Minority (non-white) populations in America continue to grow at a faster rate than the population as a whole. By 1990, one in every four Americans will be a minority, and by the year 2000, almost one in every three Americans will be a minority.

Enrollment increases in higher education in Fall, 1988 may, in part, reflect an increase in high school graduates in the last two years. This is a temporary increase as the number of high school graduates in every state and region will continue to decline through 1992. The largest year-to-year declines will occur in 1990 and 1991. A gradual but slight upturn is predicted to occur after 1992. Unlike the rest of the Northeast, Maryland is projected to have an increase in graduates of 4% through the year 2004.

Any surges of new enrollments will be led by minorities, especially blacks, Hispanics and Asians and they are more likely to enroll in community colleges. In the case of black men, a recent ten-year study found that there has been a dramatic decline in the number of black men in college even as enrollments were increasing for whites, black women and members of other minority groups. Many minority group members come from disadvantaged backgrounds and although they will gain college entry, a large proportion will experience academic failure and leave without degrees.

Future enrollment opportunities include enrolling and retaining minority youth, women, prime-age workforce participants

ages 35 - 44, and the "old" and "young" elderly (many of which are being pressured to continue working and undergo retraining as fewer skilled workers are available). A recent study predicted that the number of veterans and reservists enrolled in college could increase by 25% by 1993 as a result of the new GI Bill. To provide education and training for these groups may require the redesign of offerings to meet their special needs and strengths. Community colleges will "weather" the enrollment difficulties better than other types of colleges and universities.

Postsecondary education outside of colleges and universities is extensive and growing and has become a major competitor. By the year 2000 more than 65% of large US companies will provide remedial education and English as a Second Language.

The Bureau of Labor Statistics (BLS) predicts that occupations in which current participants have the most education are projected to have the most rapid growth rates, even if their relative growth is slower. The surplus of college graduates that began in the early 1970's is expected to continue through the end of the century. College graduates are likely to face stiff competition for more prestigious positions. Downsizing, mergers, hiring freezes, and the "baby boomers" concentration in many advanced positions, will make it more and more difficult to obtain or keep the more desirable occupations. The Census Bureau recently reported that one in five adults age 25 and over had completed four or more years of college in 1987; the BLS reported that one of every four US workers is now a college graduate and 20% have

completed one to three years of college. Despite this difficult labor market research supports the fact that workers with more education earn more (especially college graduates) and are less likely to be unemployed.

Entering freshmen plan to major in career oriented fields that are in high demand in the labor market and they rate making a lot of money and being well off very important to them. Money and status are more attractive to students than getting a general education or enjoying learning. Anxieties about money, status, and college admissions have led to growing stress among freshmen.

Maryland's population continues to grow and the growth of those over age 24, especially those 45-64 and 65 and over - are major trends. Maryland has shown an increase of 116,000 (12.1%) black residents since 1980. Maryland is the fifth wealthiest state with a 1988 per capita personal income of $19,314. Baltimore County's 1986 per capita personal income was $18,005 compared to $14,639 for the country as a whole. Median household income in the Baltimore area may be as much as $50,000 by 1995. The Baltimore metro area population has grown by 103,400 (4.7%) since 1980 and by 1995, 2.4 million people will live in the Baltimore region. Growth will be concentrated in the outer fringes of the metropolitan area. The growth rate will be highest in Howard and Carroll Counties. Through 2000, Carroll County is expected to increase its populations by 23% (from 117,500 to 144,700) and Baltimore County will show an increase of 3.8% (from 681,000 to 707,000). Of the percentage share of suburban population growth

through 2000, Baltimore and Carroll Counties will account for a combined 31% of the growth. Baltimore County's latest estimates show increases in Perry Hall, Timonium, Owings Mills, Cockeysville, Reisterstown and other north county areas. Central Maryland in the 1990's will have more people 50 and over, more "young" elderly and the fastest growing group among the elderly will be those 85 and older. By the year 2000, 320,000 persons 65 and older will live in Central Maryland, an increase of 71,000 from 1985. Baltimore County will show large increases in numbers of people over age 19. Carroll County will show a similar gain. According to the Census Bureau, of the nation's 15 largest metro areas, Baltimore and its surrounding counties have the smallest proportion of adults who finished high school. Only 67.5% of Baltimore area residents 25 and older finish four years of high school.

Baltimore County has a growing population of people over 65 concentrated in Towson, Pikesville, Lutherville, and Catonsville. By the year 2000 the elderly population will be 113,571, concentrated in older communities inside the Beltway. The County will contain the highest percentage of elderly persons in the metro area. The County also has a large Asian and Latin-American population, and these three groups are financially healthy. The black population in the County is increasingly concentrated in the Woodlawn - Liberty Road - Randallstown area. The non-white population of Baltimore County is 76,000, representing 11% of the population, the largest non-white population of any county in the region. The percentage will rise slightly by 1990 to 12.8% of the

population. While all areas of Baltimore County will experience some household growth (one or more persons occupying a dwelling), older areas such as Ruxton, Towson, Lochearn, Arbutus, and Lansdowne will experience the smallest household growth. Strong growth is anticipated in Owings Mills and White Marsh.

IMPLICATIONS

Among the most favorable strategies for CCC to follow to increase enrollment, are the following:

1. Encourage new market growth among the following:

    * minority youth - especially the large number of Asians, blacks, and Hispanics in the Baltimore area.

    * "middle age" prime labor force participants

    * "old" elderly and "young" elderly - programs to meet their needs in health, home maintenance, adult day care, travel and leisure, and news related to important national and international events.

    * women - with increases in the under age five cohort raised in families in which mothers work, there will be greater pressure on CCC to provide childcare.

    * handicapped

    * foreign students

    * military personnel

2. Increase retention and graduation rates of those already enrolled.

3. The number of high school graduates directly entering two-year colleges is likely to decrease substantially unless marketing strategies attract a larger percentage of this diminished population base.

    * Experiment with early admissions.

    * Contract with local school districts to provide occupational and other programs for high school students.

* Work with local high schools on their curricula and teachers to help minority students do well in public school.

4. Increased linkages with business and industry, senior citizens and minority group associations, and voluntary groups in general to provide educational programs and services to their members.

5. Increased efforts to provide second careers and new career programs for those in the prime-age labor force categories whose mobility has been blocked may provide a new market.

6. Increased attention to theories and practices of adult education and adult learning might increase the College's attractiveness to the adult and elderly learner.

7. More attention to flexible times and locations for instruction, (i.e., weekend college, on-site courses at offices, shopping centers, senior citizen centers, retirement communities located in Baltimore and Carroll counties.)

8. More instruction in career planning, decision-making, interpersonal relations, problem-solving and goal setting for prime-age labor force participants.

9. More instruction in content areas which match the learning needs and interest of the elderly. Assess the effects of tuition free enrollments of those over age 65 as this group becomes more numerous and attracted to enrolling in courses, and recommend necessary changes.

10. More instruction reflecting contributions from Asian and South American cultures in the general education program.

11. Offer programs for new parents dealing with dependent care such as "bringing up the baby," "caring for dependent parents," etc.

12. Develop programs designed to train those individuals who serve non-traditional students, (i.e., interpreter training).

13. Expand pre-retirement-type programs.

THE ECONOMY AND OCCUPATIONAL GROWTH AND LABOR FORCE PROJECTIONS

The world economy is confronting serious problems (for example, debt ridden nations, high inflation rates and possible trade wars) that some believe are the most dangerous since the 1920's, and since the national and international economies are so interdependent, the danger to the U.S. economy is great.

For the United States, experts predict that the inflation rate through next year will range from 4 to 6% and a downward trend into the 1990's will continue. Interest rates will remain on a gentle low plateau - assuming budget deficits can be reduced to a satisfactory level. Even if the deficit is reduced some believe that it will be difficult to have orderly planning and programs because money will be in very tight supply. Unemployment rates are likely to continue to be in the 5 - 7% range and sluggish real economic growth of 1.5% is expected through 1990.

As a consequence of looming trade wars, destructive financial speculation, rising interest rates, increased inflation, mounting debt, low savings rate, large budget and trade deficits, and especially the collapse of productivity growth (particularly in the enormous and labor intensive service sector), some experts predict continued economic difficulties and even a worsening of the economy in the 1990's. Proponents of this view believe that, Americans spend too much and "live beyond their means" and "payment will be due" in the form of economic problems ahead in the next decade.

Nearly 10 million Americans lost their manufacturing jobs to

plant closings and layoffs from 1983-1988 and employment in this industry will not return to levels in the past. High unemployment in this sector is likely to persist in the years ahead due in part to import competition, technological displacement, the growing use of part-time workers, and the shift of U.S. manufacturers to cheaper labor available overseas.

This gloomy assessment is dismissed by other forecasters. Other experts predict a brighter economic future because of peace among the superpowers, cooperation among countries in economic and trade matters, increased productivity, greater capital investment, lower inflation, environmental responsibility, and greater R and D. These forecasters believe that economic growth will accelerate in the 1990's throughout the world and the U.S will be a prime reason for and recipient of this economic growth.

A labor shortage has begun and is likely to worsen. Although many jobs continue to go abroad, thousands are going "begging" (many of which are low-paying and offer limited career growth) at home, while a large number of hard-core "unemployables" remain. Experts note that in employment downturns, high-school graduates and especially high school dropouts will continue to suffer the most. Indeed, a recent nationwide report concluded that one-half of our 20 million 16-24 year olds face a questionable future. Lacking a college degree, or certificate or advanced training, they are locked out of the most prestigious, high salaried occupations. And where high school graduates could once secure steady, good paying jobs in manufacturing, agriculture and transportation, they

find these positions disappearing by the millions and little, if any, chance for a reversal of this change. The earnings gap between a 30 year old with a college degree and one with a high-school diploma has grown to 40% today from a level of 15-20% in the 1970's.

By the year 2000 more than three-quarters of the nation's new workers will have limited verbal and writing skills. Most new jobs will require workers who have solid reading and writing skills, but fewer than one in four new employees will be able to function at the needed levels. As many as 50 million workers may have to be trained or retrained by 2000 - 21 million new entrants and 30 million current workers.

Experts predict short-term occupational growth continuing in the service and information sector, with 75% of new job growth through 2000 occurring in wholesale and retail trade, business and financial services, medical services and the hospitality sector. Job declines will continue in agriculture and manufacturing, and some predict fewer clerical and office jobs due to the introduction of advanced technology. A number of experts believe that about two-thirds of new jobs are expected to be created in small businesses or through self-employment, followed by job openings in very large companies, and the fewest jobs will be found in mid-sized firms. Large firms, particularly multi-nationals, will grow because they will be the most successful at international trade. They will operate as internal networks with fewer layers of management, and individual business units will be smaller. Over

the next 20 years the typical large business will move toward having fewer than half the levels of management and no more than one-third the managers. Individual employers will operate more as technical specialists and have more decision-making responsibility and "managerial" responsibilities. The new elite workers are likely to be those who have excellent computer skills and training in several fields and who are able to integrate those fields.

The work force of the future will be increasingly comprised of women, non-whites, and immigrants. The BLS projects that white non-minority men will make up less than 10% of the 20 million people expected to be added to the labor force by the year 2000, reducing their share of the nation's total work force to less than 40%. Occupations in which a large proportion of workers need some college education and training are among the fastest growing.

While job growth is expected in the service sector, many of these jobs pay poorly and offer minimum benefits and opportunities for advancement. Some experts contend that this disturbing trend toward low and stagnating wage jobs will continue, and they predict a lower standard of living and a further decline of the middle class as a result. Current projections suggest that growth in high-tech jobs will not require advanced technical skills, they will require higher levels of analytic skills. Long-term occupational predictions suggest hundreds of jobs in new and emerging fields. It seems certain that (1) workers will change jobs and occupations at a faster rate than ever before, (2) jobs will require workers to be even better educated and more highly

skilled, (3) technology will change many of today's familiar jobs, necessitating retraining or additional education and training, and (4) fewer individuals will have the skills needed for the jobs available in the years ahead. Business Week, (September 19, 1988) stated this fact most cogently: "At a time when jobs require higher levels of math, science, and literacy than ever before, the economy is becoming increasingly dependent on the groups that often receive the poorest education. . . Today we are facing a monumental mismatch between jobs and the ability of workers to do them".

Given the inexactness of occupational and employment forecasts many career personnel, government officials, and educators maintain that the best preparation for employment is a good liberal arts or general education. Some recent research tends to support the benefits of a liberal arts and general education program for those seeking long-term employment and career mobility.

The scarcity of good jobs and the fierce competition for them is likely to trigger more generational conflict in the workplace through the year 2000. New workers, finding competition and disappointment ahead, may promote new values that will conflict with the traditional work ethic and the value of the way work is being done.

Economic projections for Maryland are for continued prosperity along with slower labor force and employment growth than in the recent past. A major trend is the growing recognition and interdependence of a Washington/Baltimore regional common market. Because of strong government and service employment, the area is

very resistant to recession and less subject to short-term economic events. However, the two-tiered economy characterizes Maryland. While the state is generally prosperous, it contains significant declining elements, such as manufacturing. Like the nation many Marylanders will continue to do well. Others face a continued bleak future. The Baltimore region will mirror national economic trends and labor force composition, skills growth, and decline. For example, of the 75,000 jobs created in Maryland in 1987 and 1988, about 75% were in the service sector, where wages are low. A recent report noted that skills of central Maryland's work force have dropped to a shockingly low level. The area has a low percentage of the population over 24 who are high school graduates and a growing number of jobs requiring more and advanced skills resulting in a growing "job-skills mismatch." The growing gap between jobs and the skills of job applicants is of grave concern. Improvement may come about through higher educational achievement of people coming out of schools. These problems are more concentrated in Baltimore City and will remain so for the near future. Although regional employment will grow more slowly in the future, an additional 87,000 jobs are expected to be created during the next 6 years.

Central Maryland is expected to gain 178,500 new jobs through 2,000. Over 92% of these jobs will be in the service sector, particularly in retail and wholesale sales, and state and local government. In contrast, manufacturing will add only 13,400 new jobs, representing a total increase of only 14.4% during this

period.

Specifically the service industry is expected to add the most jobs, 64,400 for a growth rate of 19.5%; the trade sector is the second fastest growing segment, creating 54,800 new jobs, for a growth rate of 23.3%; employment in finance, insurance, and real estate will add 95,300 jobs by the year 2000, for a growth rate of 21.5%; government will grow slowly, adding 15,000 new jobs, representing a 6% increase; transportation, communications, and utilities employment will create 10,400 new jobs, representing a 6% increase, and by the year 2000 manufacturing's share of total employment will drop to 10.2% of total employment.

IMPLICATIONS

1. Changes in the economy will require more skills and continuing education at higher levels. The College might consider the following:

   * programs geared to entry and mid-level professional upgrading in the larger community.

   * linkages to the business/industrial complex as sophisticated technology and changing occupational patterns will lead to more complexity, increased interdependence, and a growing need for postsecondary education.

   * strengthening ties to the small and large business sector to provide continuing education for their current employees and cultivate job openings for students.

   * basic literacy skills for all students.

   * continued emphasis on excellence in education.

   * short-term training and retraining programs for discouraged and dislocated workers and "hard-core unemployables" to permit immediate job entry.

   * new locations, times, open-entry/open-exit

curriculum formats, etc.

* continued strong support of a sound general education program, and an effort to improve faculty and student understanding of the applicability of the skills associated with general education to a variety of jobs and careers.

* a major campaign to market the benefits of a general education as part of occupational and career needs to new and returning students, faculty and staff, and the larger community.

* ways to attract current teachers in need of recertification or certification in new subject areas.

* new degree/certificate programs in growing occupations such as paralegal personnel, nurses' aides, and health care workers, salesworkers and representatives, store managers, travel and tourism workers, restaurant/food/ hospitality workers, child and adult care workers, etc., in addition to the computer related occupations.

* the College's Nursing Program and consider options to train LPN's for practice in health maintenance organizations, nursing homes, walk-in clinics and home health care services, especially for the growing population of senior citizens

* Office Occupation programs in light of future predictions for jobs in the field.

* improved use of program advisory boards to advise the College on future occupational growth and decline in specific career fields.

* existing courses and adding new courses as well as faculty capability to contribute to new growth areas.

2. The College will likely find more and more workers adhering to various work ethics. It will have to make appropriate adjustments. For those lacking a commitment to the traditional ethic, yet desirous of immediate employment, the College may provide appropriate counseling and instruction. For those adhering to the new breed values, it may mean a recognition and respect for a new value orientation. For those committed to the traditional ethic, it may mean effective counseling and instruction. In short, diverse work ethics may require diverse institutional responses.

The College might consider:

* increasing "life-long" learning opportunities.

* providing an expanded program for "leisure time" activities.

* exploring expanded offerings of cultural activities as a community service.

* continuing career development programs with major emphasis on transferable skills and on career planning skills.

* continuing to monitor American's views of mobility and how higher education is related to or effected by any changes in their views.

THE SOCIAL-POLITICAL CLIMATE

A conservative, pro-growth political mood continues to predominate in the U.S. The Bush Administration is likely to emphasize neglected economic issues (for example the budget deficit), and neglected social issues (such as the environment, education, health care).

Many observers have noted the return to more traditional and conservative values and beliefs, and a generally confident mood among Americans. While some experts believe conservatism will remain at least through the 1990's, others predict that the cynicism and materialism of this decade will give way to idealism and political and social activism in the 1990's. Despite surface confidence, Americans are troubled by a number of social and economic problems. The top three issues that concern Americans are AIDS, drug abuse and the homeless. Other issues of concern include environmental pollution, the quality of public education, and crime. Some analysts point to growing anxiety, pessimism and disappointment among Americans as they confront the country's economic future.

Survey research indicates that while Americans are generally optimistic about their personal futures, they are less optimistic about the global future and the future of people in general. New research points to the emergence of distinctive adult life-style groups and new ways of describing the American electorate in specific constituencies with differing values, behaviors and fundamental outlooks on life and major institutions. Prominent

futurists predict that the current social changes in Sweden will come to America within the next ten years, and that the nation and its leaders will have to confront numerous issues in the 1990's.

Persistent social trends in the U.S. include: (1) Demographic changes and social fragmentation into distinctive population groups; (2) More concern about economic factors and issues and their effects on everyday life; (3) Persistent core values remain (family, work, religion, conservatism), but there are sharper differences at the edge (abortion, feminism); (4) Continuation of long-term demographic and social trends and problems (such as stable birth rates, greater proportion of minorities, differences between the rich and poor); (5) Resurgent environmentalism; (6) Globalization of American culture, markets, and consumers; and (7) Ambiguity toward technology.

On the one hand the U.S. has serious problems ranging from sharp social and economic divisions through frequent and blatant cynicism and greed. On the other hand observers note that the U.S. has an ingenious and innovative economy embedded in a stable political system. While some believe either a pessimistic or optimistic scenario will characterize the 1990's others believe both may occur. That is success will prevail for some and difficulties for others. In the future society will work for and to the benefit of some and not for and against the benefit of others.

Two key themes characterize American values and lifestyle changes: (1) Social fragmentation of the American population into

distinctive niches and groups; and (2) Maturing baby boomers that increasingly are asking themselves what am I doing and where am I going? Elements of conflict in the 1990's will revolve around (1) Varied and conflicting meanings of success by people (for some a nice home and car, for others personal growth and transformation); (2) A society in which everybody views themself as a victim; and (3) Fragmentation of responsibility such that it is difficult to get problems solved or something done.

Americans are becoming more pragmatic, and less dogmatic. Group resources and affiliations (family, neighborhood) are becoming more important than the notions of "rugged individualism." As the population becomes older and older it is less likely to change as much or as easily.

Major domestic issues of the 1990's are likely to be generational conflict, especially in the labor market; growing economic inequality and related instability among social classes; controlling health-care costs driven up by the aging of Americans; confronting the costs of individual lifestyle excesses and the community's rights for protection; confronting the role of foreign capital in the U.S.; information transfer and protectionism replacing product transfer and protectionism; labor negotiations emphasizing workers' right to acquire work skills more than the right to work; confronting the role of the computer in education; the right to privacy and quiet for individuals and society; granting fringe benefits for those not employed full-time, a backlash against computer language skills; concern for the

environment as problems worsen; improving education and eliminating adult illiteracy; and a new energy crisis. Sources of tension and conflict in the 1990's include the worried "well" in U.S. society (a phenomenon associated with AIDS), aging, abortion, access (the concern about data bases containing highly personal information) addictions, the prolongation of adolescence in American males, continued "dumming" of America, and the growth of extremist political and social movements.

Major social problems in Central Maryland in the years ahead include housing and homelessness, health care, hunger, teen parenting, childcare, AIDS, crime, substance abuse, and child abuse.

Recent legislation and court rulings are likely to influence colleges and universities in profound ways. Important federal action include new U.S Department of Education regulations which require institutions with student loan default rates above 20% to implement a program to decrease the default rate among their former students. Institutions with rates above 60% must decrease their rate by 1991 or risk losing eligibility for all federal student aid. Congress has approved a bill to allow judges to remove federal student grants and loans from people who are convicted of using or selling illegal drugs, although penalties are delayed until September 1, 1989. This bill also mandates recipients of federal grants to maintain a "drug-free" workplace. The new welfare reform law passed by Congress includes basic education and job training programs for welfare recipients. Community colleges

are expected to be significant providers of programs and services for welfare recipients. Re-authorization of the vocational education bill is underway in the Congress. In the House approved version funds would no longer be distributed as in the past. Instead money would be distributed to institutions on how many disadvantaged students they enrolled. A Supreme Court ruling in May could make it easier for faculty to bring discrimination cases against colleges over tenure and promotion decisions, especially if cases rest upon subtle rather than overt discrimination. Another Supreme Court ruling in June gives employees who are dissatisfied with College hiring plans the right to mount legal challenges to them years after they were adopted, even if the employees did not challenge the plans when they were developed.

Legislative and judicial activity suggests that the federal government's non-enforcement policy is over. And experts are urging colleges and universities to conduct "regulatory audits" to insure that the laws are being obeyed and that their moral and ethical obligations to be responsible citizens, model employees, and community leaders are being met.

Recent research points to changes in the economic and political status of baby boomers, to the growth of poverty in the nation, a declining middle class, changes in sexual values and practices, changes in marital and family life, and degree of religiosity. These changes could effect enrollment, the types of credit and non-credit classes to be offered, and the autonomy and academic freedom found in and associated with higher education.

State-wide commissions charged with examining the present and future of postsecondary education in Maryland have released their findings and recommendations. The central thrust of the recommendations is to strengthen the quality of education, and insure access for all citizens. The governance structure of four-year higher education institutions in Maryland has been recently changed as the State Board for Higher Education has been replaced by the Maryland Higher Education Commission.

The Maryland Higher Education Commission is likely to develop a new master plan for public higher education in the greater Baltimore area. The Commission is expected to recommend a re-organization and merger of local institutions.

The state of Maryland increased direct state aid funds to public community colleges in 1989 and appropriated additional funds to involve community colleges in training the current workforce, adult illiteracy, and for a Private Donation Incentive Program, to provide a state match of private donations to colleges or foundation endowments. Whereas the state is increasing its financial support for community colleges this is not the case for Baltimore County. After years of above average percentage support the County no longer can be expected to continue to provide the extra support it has in the past.

IMPLICATIONS

1. The College might assess the condition of its courses and career programs in human services, and their status relative to the predicted movement toward social and political activism in the 1990's. The College might consider the increasing role it may be asked to play in helping correct social and community problems and the relationship between this emerging

role and the College's mission.

2. Become more sensitive to those lifestyle groups and the differing segments of the American electorate which are likely to have needs which the community college can serve and may be supporters of the community college under various economic and political scenarios.

3. Be prepared to adjust personnel policies and practices depending on changes made to insure a drug-free workforce and workplace, the "employment at will" doctrine, and EEOC guidelines. Continue to monitor the status of issues which are likely to persist in the next decade, (e.g. educational loan defaults, use of VDT's in the workplace, and voluntary public service).

4. Assess and plan for the long-term impact of extended employment of tenured faculty as mandatory retirement will end for faculty members in 1994 and plan for faculty replacements as data indicates that professors tend to retire around age 65.

5. Reaffirm the College's commitment to equal employment opportunity and comparable worth and reassess the College's commitment to and compliance with these policies and practices.

6. As growing inequality becomes a local and/or national public issue, the College should be prepared to demonstrate how it serves to enable individuals to escape poverty. As greater emphasis is placed on enrolling poverty level heads of households in public colleges and universities in education and training programs, the College may need to develop ways to familiarize faculty and staff with the strengths and weaknesses of this group and sensitize faculty and staff to them. It may also need to determine the extent and nature of its involvement in enrolling more and more low-income and disadvantaged students.

7. Continue to monitor trends in sexual values and practices, family and marital changes, and religious identification as changes may effect support for higher education enrollment, the types of credit and non-credit classes to be offered, and the autonomy and academic freedom found in and associated with higher education.

8. Continue communication by community college leaders with county and state legislators on the worth to the public of the College's service, especially in successful partnerships between colleges and businesses and industries to benefit local and state economic development, efforts to strengthen

primary and secondary education, and providing education and training to welfare recipients.

9. Continue to emphasize to citizens and legislators the Colleges's commitment to quality instruction, excellence in education, and access for minorities.

10. Enlist the support of private sector and community groups in efforts to lobby for the interest of community colleges on the county and state level.

11. Developing a program emphasis on servicing needs of groups who may be political allies (senior citizens, businesses and industries, the public schools, prime-age labor force participants, "new-collar" Americans, women, minorities, etc.)

12. Continue to support or oppose state commission recommendations, funding formulas, and proposed federal and state legislation as it may effect the current and future success of the College's mission.

13. As greater emphasis is placed on state financial support and control of higher education, CCC should continue to concentrate on appropriate and tactful communications with the Maryland Higher Education Commission, SBCC and the Governor and his staff.

14. Develop strategies for the College's role in securing appropriate funds from the County, including holding our share of County support.

15. Develop a contingency plan for the College living with decreased state and/or county support.

16. Strengthen the student and financial aid function to enable student aid personnel to advise and counsel students applying for and receiving federal student aid.

THE CURRENT STATUS OF PUBLIC SCHOOLS AND EDUCATION

The proportion of minority students in Baltimore County schools has increased, especially in schools in the service area of the College. In Fall, 1988, minorities (black, Asian, and Hispanic) constituted 20.3% of the County's 82,327 public school students. The largest percentage of minority students are black (16.8%). While increases in enrollment are projected for Carroll County public schools, minority enrollments (2.8%) are not expected to increase substantially. According to the U.S. Department of Education, minority students were more likely than whites to be suspended or placed in classes for the handicapped and were less likely to graduate from public schools in the 86-87 school year. A recent survey found that of the nation's 100 largest school districts, Baltimore City ranks ninth in suspensions (13%) and Baltimore County ranks 35th (7.9%).

National surveys continue to document the fact that students in America's public schools have poor writing, math, thinking, problem-solving and synthesizing skills. Report after report finds that Americans in general and students especially, are ignorant of the languages and cultures of others, and "illiterate" in economics and geography. Not surprisingly, a recent New York Times survey found that 75% of 200 corporations had to give most employees courses in reading, writing, and computation.

Research also found that there is widespread scientific illiteracy and understanding among American students and a serious problem of illiteracy in the general population. Indeed about 20%

of young adults can not read as well as the average eighth grader and one out of every three is illiterate to a serious degree. The Baltimore County Public Schools have spent this past year studying how schools can better prepare students for the future. Major curriculum changes include emphasizing thinking and problem-solving skills, adding more information about other cultures and nations, adding computers and other technological aids and coordinating lessons between subjects. These and other changes will be instituted in the next two to three years.

Lower skill levels and high dropout rates are a special problem in Baltimore City schools. A recent survey of the nation's 100 largest school districts found that close to 10% of Baltimore City's 101,000 students are classified as learning disabled. This ranks Baltimore first in this classification study and first in the number of blacks labeled as such. A panel of prominent black scholars asserted in a recent report that blacks in public schools remain largely isolated and receive an inferior education. The scholars identified two main causes for this. First, lowered expectations for educational performance for minority groups in general and second, false assumptions of academic and intellectual deficiencies among blacks by educators.

Local and national surveys have documented public support for increased federal spending for public education, but a recent statewide survey found that public satisfaction with the state school system is declining. This is a contributing factor to rising enrollments in private schools. Yet, even with greater

public support, many members of the public and business leaders are not confident that public schools can meet the educational challenges. While educational reform has been widely touted in recent years, whatever gains have been realized may have been limited. As educational observers have noted, suggested reforms are "contradictory in nature, poorly implemented, and eventually abandoned." With concern for an adequate supply of well educated and trained workers for the future, many corporations are taking a more active role in supporting public education.

IMPLICATIONS

1. The College should prepare faculty and staff for a long-term influx of students with lower basic skill levels and deficient higher-order thinking skills.

2. The College should consider what resources will be needed to staff a long-term and extensive developmental education program and the likely effects on other units of the College and educational quality and excellence.

3. The College should seek to strengthen its relationship with the Baltimore County Public Schools and encourage faculty and staff to work with their public school counterparts to improve teaching and student learning.

4. The College should continue efforts to assure the citizens of the County and business leaders that it is providing high quality education and training.

THE CURRENT STATUS OF HIGHER EDUCATION

The educational reform movement to improve the quality of postsecondary education continues to draw support from recent study commission findings and recommendations. Across the country this movement continues to attract support from politicians, educators, business leaders, and other members of the general public. However, it is still not clear whether this movement has achieved its noble goals.

As a result of extensive public scrutiny, and some visible public mistakes, during the past couple of years the image of higher education has been tarnished. Some experts maintain that higher education must make substantial changes in the way it operates, specifically in the quality of education, tuition, access, job training, economic development and public service, athletics, and campus racial and ethnic relations, and make sure the public is told about those changes, or it could lose the confidence of many Americans.

With regard to tuition, a 1988 Gallup Poll found that most young Americans think a college education costs three times as much as it actually does and one in four high-school students has either ruled out or is uncertain about attending college. Many cited cost as the key factor preventing them from pursuing a degree. Asked

to estimate the price of one year at a public two-year college, the respondents estimated the average price at $3519 for tuition, fees, and books. Yet the actual average price in 1988 according to the College Board, was $1158. For public four-year colleges total costs ranged from an average of $3690 (commuter) to $5823 (resident); for a private four-year college it ranged from $10,961 (commuter) to $12,924 (resident).

Colleges and universities are working to strengthen their undergraduate programs, calling for better assessment of student learning (now mandated by state law or policy in at least 40 states), and improving the quality of instruction. While colleges and universities continue to emphasize career programs, some evidence suggests a resurgence in liberal arts instruction.

Public opinion surveys reveal that most Americans value higher education principally as a means to get a job or advance in one's career and impressive evidence suggests that college graduates do better in the job market.

Paradoxically, public criticism of the quality of higher education co-exists with the high value people place on acquiring a higher education. And, the fact that most undergraduates surveyed indicate satisfaction with their education along with many members of the general public as well, may soften the criticism of higher education expressed by visible public leaders in and out of education.

There is considerable evidence and concern that students are relying on loans to such a great extent that for years to come

indebtedness will burden many. As a result of rising indebtedness and increasing loan defaults by former students, the Department of Education has implemented regulations (effective January 1, 1991) to remove money from students attending postsecondary institutions where large numbers of former students have defaulted. Default rates are highest among historically black colleges, for profit trade schools and community colleges.

According to some experts the most critical issues facing community colleges are finance, access, quality and technology. Finance is a problem since FTE formula funding is inadequate to provide needed programs and services to students, faculty, and staff which occur regardless of enrollment. Access of minority group members, especially blacks, has declined over the past few years. The skill levels of many entering students are lower than students of prior generations thus making raising the quality of education an even greater challenge. (In that regard, a report by the Southern Regional Education Board, based on a survey of Maryland and fourteen other states, found that more than 35% of the freshman who entered public colleges and universities in 1986 required remedial instruction in reading, writing, or math). Finally, the costs to introduce technology are great and many programs experience rapid equipment obsolescence.

The results of faculty surveys reveal that faculty believe academic standards are too low and students too weak. Many faculty members believe their job security has eroded and report a feeling of being "trapped" in a profession which no longer retains the

enthusiasm it did for them in the past.

According to a TIAA-CREF study, the likely elimination of the mandatory retirement age for professors in 1994 will not affect most faculty members' decisions about when to retire. According to a TIAA-CREF study most respondents expected to retire before age 70, with one third before 65 and one fifth at age 65. Coupled with the age of hiring and years of service, experts predict a shortage of highly qualified faculty members in the future. More than one-third of the nation's faculty members are older than 50. The need for new faculty members to replace those who retire is expected to be acute in the years 1996, 2000, and 2003 according to a recent report. Percentage replacement is expected to be greatest in the humanities and the sciences.

IMPLICATIONS

1. Continue to focus on improving the quality of education the College provides.

2. Continue to pay particular attention to the suggested recommendations made by study commissions and the reform movements.

3. Continue to seek effective and efficient solutions to the challenges posed by finance, access, quality, and technology.

4. Continue to seek to improve the skill levels and success rates of poorly prepared students.

5. The College might strengthen its efforts to counsel and advise, and monitor students applying for and receiving loans.

6. The College might consider how well it conveys to the public its role, success, and ways it serves the varied needs of the individual person and the needs of the larger community it serves.

7. The College should make a special effort to emphasize the

affordability of the education it offers in light of the perceived lack of affordability of college by the general public.

THE FUTURE OF HIGHER EDUCATION

The future of higher education is likely to be marked by a continued demand to improve the quality of instruction while maintaining access to higher education, especially for Asians, blacks and Hispanics. While access will continue to be an important concern, the success of minority students in colleges and universities will command great attention. The role and status of higher education research and teaching faculty will be challenged by the demographic and economic forces currently being felt and the future direction of these forces.

One forecaster maintains that institutions in the future will be advocates for the future, a future that will be characterized by an increasingly interconnected world. Faculty will no longer be recruited if they limit themselves to the interests of individual departments. The increasing value of a global perspective will be strengthened by greater acceptance of the view that faculty as managers, are too critical to the mission of the institution to have their duties defined solely by smaller, inward-facing units.

Following the recent Maryland report, "Blueprint for Quality," AACJC released a report and recommendations for the future of community colleges. The thrust of the report, "Building Communities," was that community colleges must make greater efforts to recruit, retain, and graduate students who are well educated and skilled. Colleges were urged to renew their "inspired sense of purpose" and by building partnerships with educational and civic

institutions contribute to neighborhood and community self-renewal. Numerous recommendations were made regarding faculty renewal, governance, leadership, curriculum, outcomes and measurement, funding, lifelong learning, excellence in teaching, service and partnerships with schools, and with employers.

At least five global scenarios for postsecondary education in the U.S. through the turn of the century have been proposed. They are: (1) An Official Future - marked by a "shaking-out" of higher education enrollment and institutions, (2) Tooling and Retooling - career changing and the acquisition of new and/or different job skills have resulted in adequate numbers of older students seeking higher education, (3) Youth Reject Schooling - population changes and the economic decline of the country have contributed to less of a perceived need by the young to enroll in postsecondary education, (4) Long-Term Malaise - a slumping economy, and aging population coupled with diminished public revenue and a somber nationwide mood is responsible for the long awaited enrollment decline. Higher education finds itself a shrunken image of its former self, and (5) A New Industry Is Born - the economy is volatile and the computer and telecommunications revolutions have changed business, education, and home life in profound ways. Vocational/marketable skills are a highly valued possession and thus formal education is sought to provide these skills. Skills, not degrees, are seen as the important outcome of an education and this helps community colleges to flourish.

IMPLICATIONS

1. The College should continue to support the objectives of International Education.

2. Assess the College's role in the character development of its students.

3. Develop contingency plans for the College as it may fare under each of the five global scenarios for postsecondary education in the future.

4. As more minority students enroll at the College, there may be an increased need for programs to promote ethnic and racial understanding and respect.

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